

ARIZONA DEPARTMENT OF JUVENILE CORRECTIONS

- Annual Report 2006 -



Arizona Department Of Juvenile Corrections
Changing lives. For good.

Juveniles shown are models, and are not associated with ADJC.

Our Role

The Arizona Department of Juvenile Corrections (ADJC) is responsible for juveniles adjudicated delinquent and committed to its jurisdiction by the county juvenile courts. It is accountable to the citizens of Arizona for the promotion of public safety through the management of the state's secure juvenile facilities and the development and provision of a continuum of services to juvenile offenders, including rehabilitation, treatment and education.

Mission

The Arizona Department of Juvenile Corrections enhances public protection by changing the delinquent thinking and behaviors of juvenile offenders committed to the Department.



Vision

Safer communities through successful youth.

I would like to thank Governor Janet Napolitano, the Arizona State Legislature, the Department's staff and the citizens of Arizona for their continued support of the Arizona Department of Juvenile Corrections.

~Director Michael Branham



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ADJC Leadership

Director Michael D. Branham



Michael Branham was appointed Director of the Arizona Department of Juvenile Corrections (ADJC) on March 11, 2004, by Governor Janet Napolitano. Before this he served as Executive Director of the Arizona Criminal Justice Commission. Mr. Branham has spent over three decades as a public servant in law enforcement, and in municipal, county and state government.

Director Branham is responsible for the oversight and management of more than 1200 youthful offenders in the Arizona Department of Juvenile Corrections. This includes four secure care facilities and juvenile parole services.

Mr. Branham has been the guiding force behind the Department's organizational culture change in addressing the findings in the CRIPA investigation. This transformation is the foundation in building a solid organization to provide a safe and secure environment while addressing treatment, education and rehabilitative needs for youth committed to ADJC.

Director Branham holds a Bachelor in Management, a Masters in Organizational Development, and is a graduate of the FBI National Academy.

Deputy Director Dianne Gadow

Dianne Gadow was selected to serve as the Deputy Director of the Arizona Department of Juvenile Corrections in April, 2004, by Governor Janet Napolitano. Ms. Gadow is currently responsible for treatment, rehabilitation and education programs for all juveniles committed to the Department.

Before joining ADJC, Ms. Gadow successfully established major reforms in youth correctional facilities located in Delaware and Colorado. In those two states she initiated public-private efforts that assisted juveniles in community reentry. She improved program services for high-risk juveniles that impacted treatment efficacy and academic attainment. To complement these reform efforts, Ms. Gadow also developed systemic accountability measures.



Ms. Gadow holds a Bachelor of Science Degree in Education and Sociology, and a Masters Degree in Education.

Message from Director Michael D. Branham



The Arizona Department of Juvenile Corrections (ADJC) continues to focus on our mission of enhancing public protection by changing the delinquent thinking and behaviors of juvenile offenders committed to the Department. During 2006, the Department embarked on a major organizational culture change initiative. This transformation is the foundation for building a solid organization whose focus is on providing a safe and secure environment while addressing treatment, education and rehabilitative needs for youth committed to our care.

For the youth in our care to succeed, ADJC offers each youth individual tools and opportunities to aid in their success, while protecting the public. In doing so, the Department continues moving toward its vision of "Safer Communities Through Successful Youth."

Enhanced programming utilizing promising approaches and best practice treatment and education models continue to be implemented. The Continuous Case Plan is used to ensure educational and treatment needs are individually identified and addressed.

ADJC has four basic norms that all youth and staff are expected to follow: Safe Environment, Positive Communication, Respect and Responsibility. These norms were developed under the ADJC Changing Attitudes and Behavior (ACAB) Program. This initiative was created and implemented to establish the foundation for agency-wide culture change. Culture change is not a new program, but a way of doing business to build a foundation for youth, staff and families.

The Department continues to be responsive to the CRIPA agreement and has achieved substantial compliance in 119 out of 129 reporting areas. The substantial compliance rating is the highest rating given by federal consultants. ADJC is pro-active in mapping out strategies to improve the remaining ten areas currently in partial compliance.

As we look to the future, the challenge continues to be utilizing the Continuous Case Plan to strengthen programming and achieve positive results. Addressing culture change at multiple levels, developing strategies to communicate more effectively with all areas of the Department, and training and empowering employees to do their jobs will all contribute to lasting sustainability. ADJC is dedicated to every youth's success. Our goal is to return youth back to society as productive citizens.

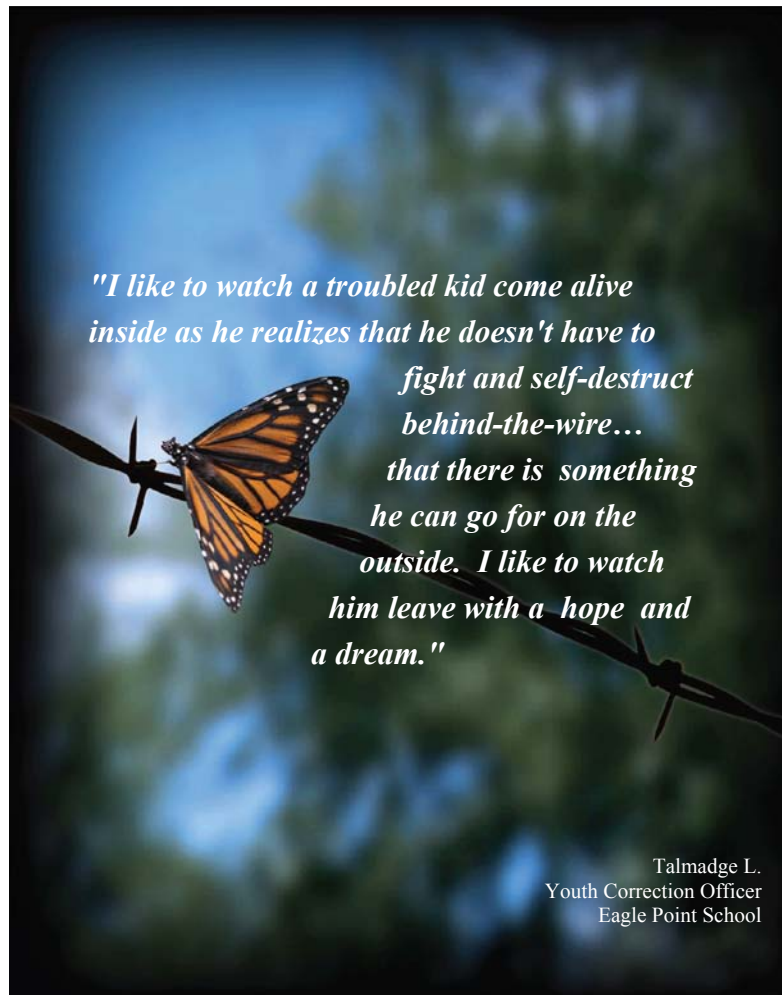
~ Michael D. Branham



Rehabilitating Youth

Division of Programs & Institutions

The Department is dedicated to the operational, behavioral and medical health needs of the agency and the juveniles we serve. For the protection of the community and to rehabilitate, treat and educate the youth, ADJC operates four secure care facilities. These facilities are also known as 'Safe Schools' and house the youth committed to ADJC.



Each juvenile placed in a secure facility receives rehabilitative services appropriate to the juvenile's age, risk, needs, abilities and committing offenses. This includes education, individual and group counseling, psychological services, health care and recreation. In addition, treatment groups and specialized housing units focus on juveniles with histories of violence, substance abuse or sexual offenses.



The Division of Programs and Institutions strives to provide high quality medical, mental health and treatment services to our youth to assist them with acquiring the necessary tools to contribute to their healthy, successful and safe transition into the community.

Recently, the Division of Programs and Institutions has made significant improvements in the areas of rehabilitation for juveniles by establishing an improved method for

evaluating the specific needs of each juvenile. This method, the Criminogenic and Protective Factors Assessment (CAPFA), provides a comprehensive picture of the juvenile in terms of his or her delinquent activities and beliefs, which helps with later rehabilitation. In addition, the Continuous Case Plan (CCP) was developed and implemented to track a youth's treatment and progress and follows the youth through his or her commitment with ADJC.



The Division has recently implemented the New Freedom program, a comprehensive substance abuse and behavioral health program, and it has provided relevant staff training and continued support to the program.

Another current issue being targeted within the Division is the development of gender-specific programming for female youth. A transformation team was formed to identify the specific needs of our female population and a gender-specific programming consultant was contracted.

Additionally, Boundary Training was provided to staff working with our female population.

The agency has developed training plans to ensure all staff complete all required in-service training.

Moreover, all facility staff will complete the revised suicide prevention training.

The Department has added additional Youth Program Officers to each unit and additional Family Liaisons to each facility.



- Added cameras to housing units at Eagle Point School (EPS) and to the Education buildings at Adobe Mountain School (AMS).
- Completed suicide prevention modifications to West housing Units at AMS.
- Opened newly remodeled Health Unit at AMS.
- All facilities developed a violence reduction plan to reduce violence against staff and youth by 25%.
- Implemented new agency culture change initiatives at all facilities to include agency norm kick off events at each facility.
- 100% compliance in Special Education standards.

Highlights



Highlights

- New vocational programming has been added at Black Canyon School (BCS), Catalina Mountain School (CMS) and Eagle Point School (EPS).
- Grand opening of the Pink Diamond Café, the new culinary arts program at BCS.
- Changes have been made to the dental records to provide tracking and alerts.
- Radiology has been added to the system to enable physicians to read reports on the EMR, replacing the less reliable paper system.
- Around-the-clock nursing coverage at AMS, BCS and CMS.
- Implemented New Freedom as our core behavioral treatment program.

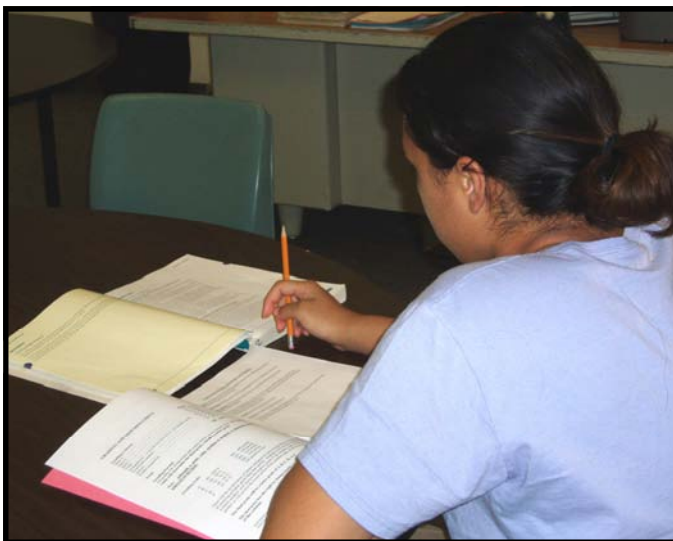
The Department continues to provide the Early Head Start Program, in collaboration with Maricopa County, to committed youth who are currently parents or who are expecting.

In the area of medical services, the Department received consultative services for the design, planning and implementation of an automated health care records system. As a result, the Department's electronic medical record (EMR) system has been greatly improved.



Rehabilitating Youth

Education

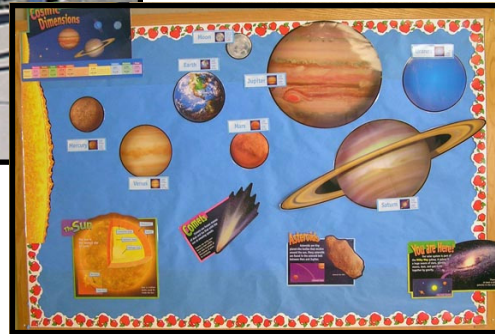


Providing education for ADJC youth is one of our top responsibilities and priorities. The Education Division encourages youth to learn practical skills and promotes educational values. The staff provides all students educational opportunities to acquire academic and career/technical skills as a pathway to responsible citizenship.

ADJC Schools are accredited through North Central Accreditation and include standard high school core academic programs. ADJC provides a high school education for adjudicated youth in secure care facilities.



*'In 2006, ADJC schools
have emerged as a
flagship for secure
care in Arizona...'*



The Arizona Department of Education monitored all Special Education Programs in 2006 at all four ADJC sites for IDEA compliance. The schools were found to be 100% in compliance with State and Federal regulations in Special Education. The Education Division also has partnered with Rio Salado Community College to establish the distance learning program. All credits earned are transferable to any community college in Arizona. ADJC is currently working with Rio Salado to design a variety of courses at each of our facilities.

In November 2006, ADJC's Education Division received a prestigious Leadership Award from the Arizona Department of Education/Exceptional Student Services. In the nomination, it states the following: "In 2006, ADJC schools have emerged as a flagship for secure care in Arizona and are considered at the forefront of juvenile education

nationwide. From September 2004 to present, many positive reforms have taken place in ADJC's Education and have involved collaboration from the entire Department, as well as support from the Governor's Office, the Arizona Department of Education, community colleges and local businesses."

In May 2006, ADJC's Education Division received the Innovative Program of the Year Award from the Arizona Correctional Educators' Association (ACE). Career and technical education provides rehabilitative and job readiness skills to students to meet the needs of the job market. Career and technical education classes at ADJC include: Automotive, Building Trades, Culinary Arts and Technology. Students are trained in the following areas: job readiness skills, working in teams, and basic academic skill development in reading and math. Students see relevance in learning through "hands on" projects.



‘ADJC is a participating member in the Governor’s Shared Vision for Youth Subcommittee, which recently received a technical assistance grant for Arizona (one of 16 recipients in the nation) for targeting the state’s neediest youth...’



Successful transition of youth from secure care to the community is critical to a youth’s success. The Community Corrections Division has partnered with the Education Division to form a Workforce Development Committee. This Committee meets monthly to work with community groups, businesses and industries to identify youth employment opportunities and job training for ADJC youth released to the community. In order to meet Arizona’s labor market

needs, Education & Community Corrections obtains input from businesses, community organizations and state agencies to prepare youth for employment in areas with a shortage in labor (construction, hospitality, automotive to name a few).





In addition to these great accomplishments within the Department, there have been various outside activities involving the Department. The Arizona Department of Education Exceptional Student Services awarded ADJC a non-competitive grant for \$30,000 for new transition-based programs and supplies. Also, ADJC is a participating member in the Governor's Shared Vision for Youth Subcommittee, which recently received a technical assistance grant for Arizona (one of 16 recipients in the nation) for targeting the state's neediest youth (Child Protective Services foster care, homeless, migrant, Native-American, incarcerated and children with parents who are incarcerated). ADJC will continue to support state efforts in this area to provide job readiness skills and job placement opportunities for youth.



Lastly, the Arizona Department of Education requires teachers and administrators in all schools in Arizona to have English Language Learner (ELL) Endorsements by 2009. To date, teachers and administrators have completed 30 of the required 60 hours. The remaining 30 hours will be completed in 2007 & 2008.



- Development of a new internet database program that will service the needs of special education students, collect data for the Department of Education and provide a uniform program for all secure care facilities.
- In 2006, 373 ADJC students received their GED, according to the official GED scoring database.
- Two certified full-time school psychologists have been hired to complete all ADJC psycho-educational evaluations.
- The Arizona Department of Education Exceptional Student Services awarded ADJC a non-competitive grant for \$30,000 for new transition-based programs and supplies.
- Arizona Department of Education (ADE) requires teachers and administrators in all schools in Arizona to have English Language Learner (ELL) Endorsements by 2009. This training consists of 60 hours of which ADJC teachers and administrators have completed 30. The remaining 30 hours will be completed in 2007.





Highlights

- In February, 2006, Black Canyon School introduced the new Culinary Arts Program.
- The Automotive Program has expanded significantly with the addition of a number of new workstations at each site. Certified Automotive teachers are teaching classes at all ADJC sites.
- Students in the computer refurbishing classes at Eagle Point School are rebuilding computers for the Arizona Students Recycling Used Technology (AZ StRUT) program. AZ StRUT donates the computers to needy school districts.
- ADJC is a participating member in the Governor's Shared Vision for Youth Subcommittee, which recently received a technical assistance grant for Arizona (one of 16 recipients in the nation) for targeting the state's neediest youth (Child Protective Services foster care, homeless, migrant, Native-American, incarcerated and children with parents who are incarcerated).
- Workforce Development Committee external partners include: Department of Commerce, Department of Transportation, Arizona Builders' Alliance, Tri-City Mechanical and Phoenix Workforce Connection.



Transitioning Youth to Community

Community Corrections



The goal of ADJC is to provide public safety through a structured system that prepares youth for successful reintegration back into the community. Transition of youth to the community is based on classification (risk level) and demonstrated accomplishment of skill levels and needs. On average, a youth spends 7.4 months on parole.

Following their release from secure care, youth under the age of 18 receive community-based supervision and treatment through the Department's statewide Community Resource Centers. These centers support youth and families with parole officers, family services coordinators, vocational rehabilitation counselors, transition teachers and other community development partners.



Community Corrections is responsible for establishing and operating a system of community-based programs to supervise and rehabilitate youth in the least restrictive environment, consistent with public safety and the needs of the youth.



Community Corrections utilizes the continuous Case Plan (CCP) to reduce the risk of delinquent activities and recidivism of committed youth.

A parole officer is assigned to the youth based upon the youth's home location and will work with the facility caseworker to develop a CCP and a transition plan while the youth is in secure care, prior to the youth's release to the community. Once in the community, the parole officer will continue to monitor the youth's case plan.

Secure care staff, parole staff and treatment providers work with the youth and their families to continue the youth's treatment goals and objectives into the community. Family services coordinators and education transition specialists in Maricopa and Pima Counties work with families to ease transition into schools.

Classrooms have been established at the centers for those youth who are unable to return to traditional education programs.



‘ADJC spends over \$5 million annually to provide community-based services to youth.’



Family transition provides a network of family services, including the coordination of individual, group and family counseling (bilingual), and connection with existing community social services. This program links families with services and increases the number of youth who can be successfully placed at home, rather than in residential placement.

ADJC spends over \$5 million annually to provide community-based services to youth. These services include residential services, therapeutic and non-therapeutic group homes, shelter care and counseling. Home-based and outpatient services, including Functional Family Therapy and Multi-Systematic Therapy, are interventions available through ADJC.

The Youth Wild Land Fire Program is an extension of Community Corrections' "Youth Work Program" and is a partnership with the State Lands Department.

This unique and exciting opportunity involves our youth and ADJC staff working together in a primitive environment. The ADJC Youth Wild Land Fire Program allows youth to work with supply units, food services, and to set up base camps for the "Hot Shot" fire crews. The crews are stationed on a safe campground environment approximately 20 miles from the actual fire. Youth who participate in the program receive an hourly salary of \$9.96 and an ADJC Certificate of Completion. This program, established in 2004, offers juveniles an opportunity to complete community service work hours and learn employment skills. ADJC youth participated in four 'call-outs' to local fires in FY '06.

ADJC youth also participated in the following Community Work Program Special Projects:

- African American Legislative Days Conference
- City of Phoenix Performing Arts Center
- V.F.W. Hall Project, Casa Grande
- Arizona Special Olympics
- Save The Family- Cherry Street Park Project
- St. Mary's Food Bank Community Services
- Habitat for Humanity

In addition to gaining valuable knowledge and work experience, the youth engaged in community projects are able to provide payment toward any monetary restitution he or she may owe.



Ensuring Justice

Legal Systems Division

The Legal Systems Division provides legal expertise to ADJC to promote and protect the interests of ADJC, juveniles, employees, victims and the public. The Legal Systems Division is comprised of six offices: the Offices of CRIPA, Attorney General Liaison, Due Process Proceedings, Policy & Procedure, Restorative Justice/Victims' Rights and Juvenile Ombuds.

CRIPA Office

The Civil Rights of Institutionalized Persons Act (CRIPA) was enacted by Congress in 1980 to authorize the Attorney General of the United States Department of Justice to conduct investigations and litigation relating to conditions of confinement in government operated institutions, for example: prisons, jails, residential mental health facilities, residential facilities for the developmentally disabled, nursing homes and juvenile correctional facilities. ADJC entered into a three year agreement with the Department of Justice to address certain conditions in its secure facilities on September 15, 2004. In September of 2006, ADJC received its fourth of six semi-annual reports from federal consultants. The latest report articulates improvements in key areas at the three juvenile correctional facilities covered under the Agreement. Highlights include: improvement in the areas of Education, Youth Grievances, Medical Services, Suicide Prevention, Quality Assurance and Inspections & Investigations. Twelve provisions of the Agreement have been terminated from monitoring based on 18 consecutive months of substantial compliance.



Office of the Attorney General Liaison

The Office of the Attorney General Liaison (AGL) consists of the Attorney General Liaison, a Paralegal and a Legal Secretary. The function of the Office of the AGL is to serve as a resource to the entire Department on legal issues and questions, respond to all legal inquiries, maintain litigation information, communicate with outside attorneys and courts, respond to public records requests, coordinate all legal aspects of Juvenile Civil Commitments, give guidance to staff who have been served with court subpoenas or summons, attend court hearings with the Arizona Attorney General's Office, and assist with the creation, revision and review of ADJC Policies and Procedures.

- Responded to 117 separate public records requests.
- Provided 126 court ordered notifications of the Continuous Case Plan (CCP) and treatment progress of youth.
- Enhanced the tracking system to timely notify the courts of the youth's progress.
- Provided 17 separate trainings to ADJC staff members on the following topics: Agency Orientation, Youth Rights and Due Process, CRIPA, Legal Issues, Separation and Victims' Rights.

Highlights



Office for Restorative Justice & Victims' Rights

'Youth who earn wages have the ability to designate the funding towards the restitution owed to their victim.'



The Office for Restorative Justice is responsible for serving the victims of ADJC juveniles and for helping to develop restorative programs so juveniles committed to the Department can begin to repair the harm to their victims and the community. This Office preserves victims' rights, enhances juvenile accountability and promotes safer communities.

In 2006, the agency utilized a grant from the Governor's Office to support the ADJC juvenile work program. This program is dedicated to helping youth be successful in the community by gaining and practicing work-place skills through meaningful contributions and connections in their communities. The youth participate in community work service projects that

enable them to earn money for the hours of work they complete. Youth who earn wages have the ability to designate the funding towards the restitution owed to their victim. This program was a collaborative partnership with ADJC Community Corrections and the Office for Restorative Justice.



- Provided 1,801 services to 146 victims of juvenile offenses. Services included: accompanying victims to review board and parole violation hearings, notifying victims of post-adjudication hearings and educating victims on their rights.
- Volunteers and Interns donated 506 hours to the Victims' Rights Unit.
- Community partners included: Save the Street, Cherry Street Park, Habitat for Humanity, St. Mary's Food Bank, YMCA-Mesa, Unity Church-Mesa, Mesa Senior Services, Boys & Girls Club and special projects with the City of Phoenix Center for the Arts.
- 140 different Restorative Justice projects were implemented.
- 403 youth participated.
- 9 agencies partnered with ADJC.
- 2057 work hours were performed by youth owing restitution.
- 982 youth were court-ordered to pay restitution to their victims.
- \$10,285 in restitution was paid to victims of ADJC youth.

Highlights

Due Process Proceedings Office

In order to ensure that the youth committed to the Department receive the due process safeguards entitled to them by the Constitution, The Due Process Proceedings Office (DPPO) schedules and presides over all Parole Revocation, Parole Suspension and Disciplinary Hearings. Youth Hearing Officers make findings on each allegation charged against the youth in our jurisdiction, interpret Arizona Criminal Statutes, current case law and Department Policy and Procedure in order to make findings on allegations and decisions on motions made, and write final decisions. In addition, the DPPO also considers appeals of Separation Hearings; considers and issues Apprehension Warrants; considers requests to move youth from placement at home to a more restrictive placement; and considers and issues Discharges.

- Planned and implemented four new processes to further guarantee the Constitutional rights of our youth: a restricted placement approval procedure to protect the constitutional rights of youth on parole when they are moved from placement at home to a more restrictive placement in the community; a process for youth to initiate requests for absolute discharges themselves; a deferred revocation process that incorporates notions of restorative justice while providing additional treatment options for youth; and a motion process that allows ADJC to adjust the results of a revocation hearing to ensure that justice is accomplished.
- Held 541 revocation and 12 disciplinary hearings during the fiscal year.
- Laid the groundwork for establishing a student court process.



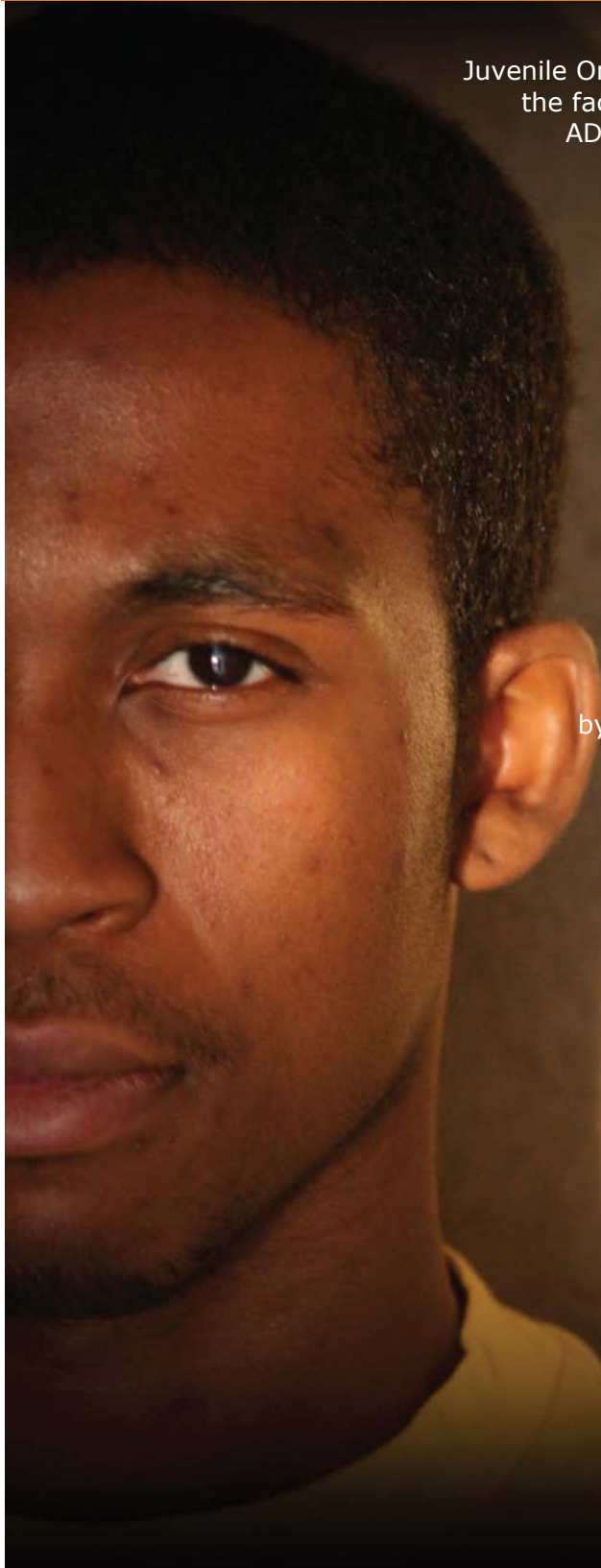
Policy & Procedure Unit

The Policy and Procedure Unit (PPU) documents and communicates agency policy and procedure to all personnel and the public by maintaining current, consistent, automated documents and/or readable manuals both on the agency Intranet and on the ADJC public website. Policy and Procedure Unit personnel assist process owners throughout ADJC in the development of new policies/procedures, the revision of existing ones and with the development or revision of standardized forms.

- Published 26 new or revised policies, 91 procedures and 129 forms, including some translated into Spanish.
- Placed policy manuals on CD, with a search engine, and distributed them to all previously identified policy manual locations. Updates are completed and distributed on a quarterly basis.
- Revisions and consolidation of policies completed for Communications and Legislative Policy and Suicide Prevention.

Highlights

Juvenile Ombuds Unit



Juvenile Ombuds serve as an essential link between the facility staff and the juveniles committed to ADJC's care by advocating for youth in ADJC administrative hearings, facilitating the juvenile grievance procedure, investigating juvenile complaints, advocating for improvements and access to appropriate care, and generally monitoring conditions at each facility. As a direct result of the evolving role of the Juvenile Ombuds from an adversarial one to that of consensus builder, the number of grievances that are formally filed by youth has remained stable at approximately twenty-five per month per facility, but the promptness of grievance resolutions has improved to the point where these are resolved within five business days as required by ADJC Procedure.

- Juvenile Ombuds are responsible for training all juveniles committed to ADJC's care regarding their rights during their stay in secure care and in understanding and accessing the grievance procedure. Ombuds have been performing these tasks in conjunction with the introduction of the Agency's Youth Handbook.
- ADJC's grievance procedure enhances safety in the facilities by providing juveniles with a pro-social problem-solving process. The automated grievance program was refined in 2006 and is a key element in the prompt resolution of grievances, thus providing the Youth Rights Ombuds Administrator with the ability to monitor the efficiency and appropriate resolution of grievances.



Inspections & Investigations

Understanding the importance of safety and protection for youth and staff members is crucial to ADJC. In order to ensure a safe and secure environment for the employees and juveniles, the Inspections and Investigations (I & I) Division was established. They accomplish the goal of keeping ADJC safe and secure through the finest practices in investigations and inspections services. The Investigations Unit conducts prompt and thorough investigations of all allegations of employee and juvenile misconduct. This Unit also provides the Director and Deputy Director with accurate and timely information regarding the overall operations of the agency.




- Collaborated and trained Gang Intelligence Youth Correctional Officers within all facilities in the appropriate and legal methods of identifying gang members within ADJC jurisdiction, mitigating gang influence and its impact on successful programming.
- In collaboration with the Arizona Department of Homeland Security, Department of Emergency Management, Department of Health Services and other stakeholders, I & I developed a policy, Business Continuity Plan and training to plan and develop strategies for catastrophic events, such as a pandemic outbreak. Tabletop exercises were conducted at all facilities to provide management tools and training for such events.
- New policies were developed during 2006 codifying best investigative practices to be utilized in the Investigations Unit. Some of these policies included: Background Investigations, Criminal Investigations, Juvenile Interviews, Surveillance Operations, Reasonable Search and Seizures, Investigative Task Forces, Miranda Rights, Cite and Releases, Truth and Verifications Policy and Classification of Intel Files.



Highlights

Quality Assurance



ADJC continually strives to become the best agency possible. In order to achieve this goal, the Quality Assurance (QA) Unit was established to develop a formal process and methodology for data driven decision making. These activities include yearly comprehensive audits, audit follow-up activities, data analysis, policy recommendations, topic related inspections, and various other QA activities deemed appropriate. These activities are designed to measure compliance with agency policy, along with the level of services juveniles in our care are receiving. The data generated from these activities are used to evaluate agency performance and set goals for improvement.

This year, the QA Unit was reorganized to include the Inspections Unit and the Institutional Coordinators from each facility. Under the leadership of the Quality Assurance Administrator, the new QA Unit has been tasked with the mission of facilitating continuous improvement both at the agency level and the facility level. The QA Unit works closely with the Leadership Team to determine areas of concern; audits or inspections are then conducted and the findings are reviewed by the Leadership Team.

Once a plan of action is developed, the implementation is supported and monitored by the QA Unit. This creates an environment of continuous self-improvement and fine tuning, ensuring that all employees understand the importance of consistency regarding policy and procedures and service delivery.

“Lock ’em up and throw away the key isn’t the answer.”

Jack Martin, Youth Program Supervisor
Catalina Mountain School

Serving our Community

Communications & Legislative Policy Division

Highlights

- Proposed and successfully passed legislation that allows for parental assessment, treatment and supervision fees ordered by the juvenile court when a juvenile is committed to ADJC. These fees are placed in a fund that pays court-ordered restitution to victims.
- Worked with ABC News Primetime Live on an update to the program, 'The Lost Children Behind Bars,' which aired originally in August of 2005. 'The Lost Children Behind Bars' won the prestigious PASS (Prevention for a Safer Society) Award from the National Council on Crime and Delinquency.
- Expanded the use of the county courts Juvenile On-Line Tracking System (JOLTS) with ADJC personnel. Use of this system by ADJC staff allows for a greater exchange of information on committed youth.



ADJC's Communications and Legislative Policy Division's focus is on providing effective communication strategies within the agency, as well as to the citizens of Arizona.

The Division performs a variety of functions such as: providing secure facility tours, developing and maintaining the agency Intranet and ADJC public websites, performing language interpretation and translation services, responding to media inquiries, the oversight of the Speakers' Bureau, and producing newsletters and the annual report.

ADJC communicates effectively with

stakeholders, in partnership with the Governor's Office, to help create the annual legislative agenda.

The Division also assists in helping ADJC communicate electronically with courts with the development of Youthnet.

Along with the websites, this division is responsible for two newsletters, 'On the Move,' which is a quarterly public newsletter that provides readers with news about ADJC activities, events and updates and 'ADJC Today,' an employee newsletter that informs staff about agency news events and operations.

Community Grants

‘The Department has been the recipient of several state and federal grants that supplement the ongoing efforts to provide adequate and culturally sensitive programming to the juveniles under our care.’

- *Arizona Department of Public Safety, Victims of Crime Act (VOCA):* VOCA funding afforded advocacy services for victims of violent crime, by creating the opportunity for a victim’s “voice to be heard” at every stage in the management of a juvenile offender.
- *Arizona Attorney General’s Office, Victim Rights Program:* Funding provided for the consistent delivery of victim notification as required by statute.
- *Arizona Criminal Justice Commission, Residential Substance Abuse Treatment (RSAT) After Care:* Funding provided for paroled youth to receive behavioral health treatment, such as Functional Family Therapy and individual therapy, as well as urinalysis testing.
- *Arizona Criminal Justice Commission, Residential Substance Abuse Treatment (RSAT) for Safe Schools:* RSAT funding at Adobe Mountain, Black Canyon and Catalina Mountain Schools provided individual and group substance abuse treatment for youth assigned to the “Recovery” program for a minimum of nine months. Each treatment plan must develop the youth’s cognitive, behavioral, social, vocational and other skills to correct the substance abuse and related problems.
- *Governor’s Office, Division for Children, Juvenile Accountability Block Grant, Community Work Program:* Supports paroled youth in performing community service projects and in partnerships with local community groups. Youth have the ability to earn money that is directed for restitution debts.



Highlights

‘Family-centered programs have been implemented to increase and enhance parental involvement...’



Highlights

- *Governor’s Office, Division for Children, Juvenile Accountability Block Grant, Automation of Medical Records:* Developed an electronic medical records system in YouthBase. Reports will provide statistical data and easier access to share clinical information and suicide status levels amongst the institutions, clinical staff and administration.
- *Governor’s Office, Division for Children, Juvenile Accountability Block Grant, Automated Case Plan Enhancement:* Purchased the appropriate screening and assessment instruments specified in the Procedural Guidelines for Administering Mental Health and Substance Use Screening and Assessment Instrument. Funding will also allow for training on those instruments, the purchase of additional treatment datasets and enhancements to the automated case plan.
- *Governor’s Office, Division of Substance Abuse Policy, Parents Commission Grant, Family-Centered Programs:* Family-centered programs have been implemented to increase and enhance parental involvement and increase education about the serious risks and public health problems caused by alcohol and controlled substances. Funding was used to add Family Liaisons to each secure care facility. Family Liaisons coordinate services and plan activities for youth and families in the secure care facilities.

Governor's Task Force on Juvenile Corrections Reform

At the time the Memorandum of Agreement between the State of Arizona and the U.S. Department of Justice was signed into effect on September 2004, Governor Janet Napolitano created the Governor's Task Force on Juvenile Corrections Reform. The Task Force includes juvenile court judges, as well as professionals in the area of juvenile justice, education and behavioral health.

Currently there are 24 Task Force members appointed by the Governor. In FY '06, the membership traveled to 'model states,' Utah and Missouri, to research their acclaimed work in building a juvenile correctional system.

During the past fiscal year, the Task Force has met six times to learn and discuss the progress ADJC has made with respect to the areas identified in the CRIPA report.



Interpretation & Translation Services

Many of the youth in ADJC's care are English Second Language Students. To better serve the community and our youths' families, ADJC provides for the coordination of interpretation and translation services. This initiative began in November of 2004 and has become a vital part of the agency.

The Unit is also responsible for conference calls with youths' families, translation of the public website, in-home evaluation meetings with youth, and to work closely with the Mexican Consulate Office to repatriate Mexican National youth.

Office of Constituent Services

Director Michael Branham is committed to making sure all public citizens receive appropriate assistance and responses to their questions; therefore, he created the Office of Constituent Services.

The mission of this Office is to provide a point of contact for the community at large, juvenile justice stakeholders and for families of our



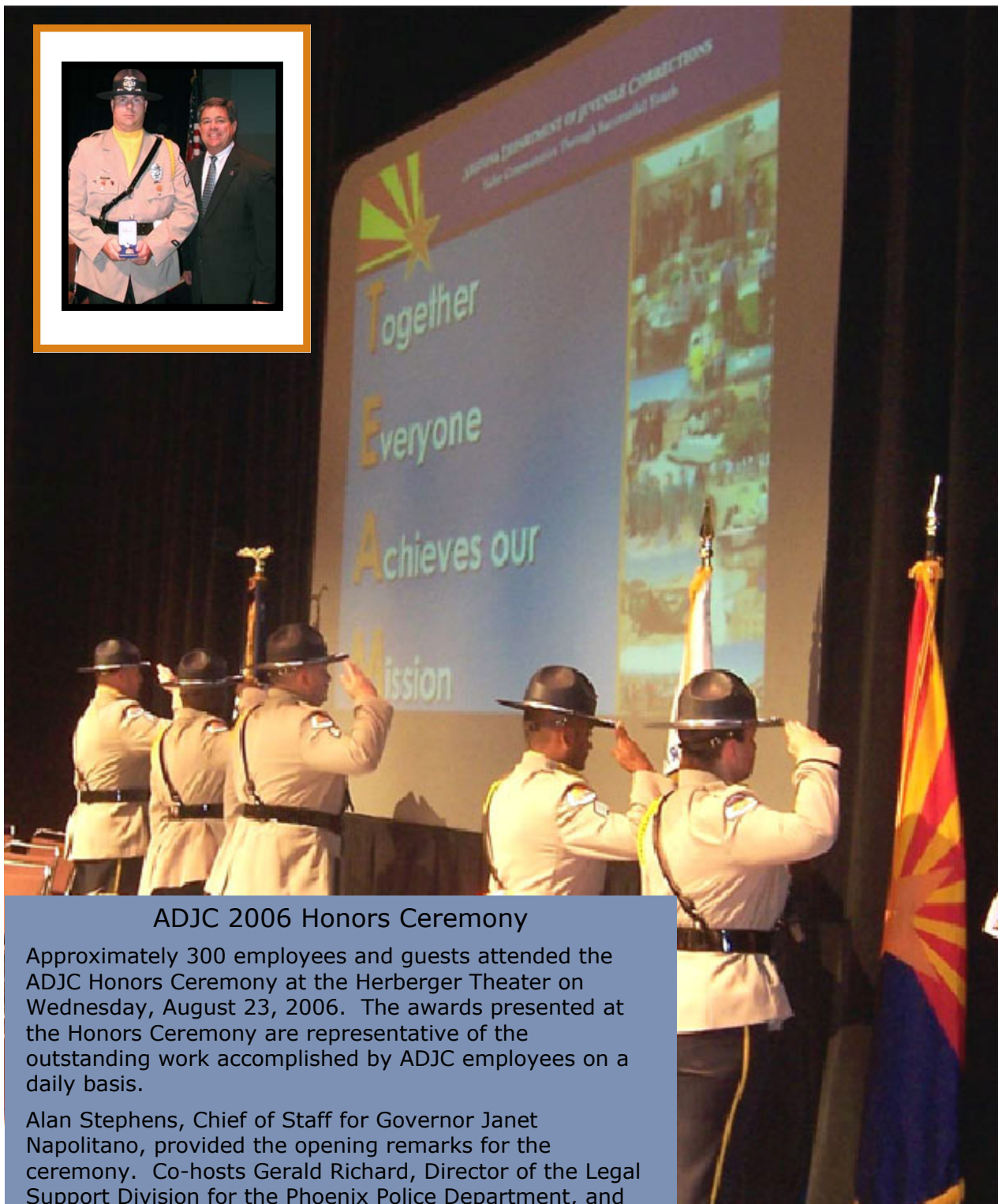
‘Through this office, ADJC also offers volunteer programs, internships and practicum opportunities for students.’

committed youth so that accurate and timely information is provided when requested. The goal for the Office of Constituent Services is to allow government to be accessible and responsive to addressing citizens’ needs.



T.E.A.M.

Together, Everyone Achieves our Mission



ADJC 2006 Honors Ceremony

Approximately 300 employees and guests attended the ADJC Honors Ceremony at the Herberger Theater on Wednesday, August 23, 2006. The awards presented at the Honors Ceremony are representative of the outstanding work accomplished by ADJC employees on a daily basis.

Alan Stephens, Chief of Staff for Governor Janet Napolitano, provided the opening remarks for the ceremony. Co-hosts Gerald Richard, Director of the Legal Support Division for the Phoenix Police Department, and the Honorable Helene Abrams, Superior Court Judge, teamed up to announce the awards.

Planning for our Future

Staff Development & Training



Pre-Service Training

Ten Academy classes were held in FY '06 yielding 119 new Youth Correctional Officers. In addition, ADJC provided in-service training to 172 new or existing employees from around the agency.

Curriculum Development

In April, ADJC partnered with the Michigan Bureau of Juvenile Justice to explore adapting their Professional Boundaries training curriculum. Trainers from Michigan trained and certified 12 ADJC staff to deliver the training to the remaining staff. Staff Development and Training revised the curriculum and trained an additional nine staff.



Human Resources



The dedication from ADJC's Human Resources team allows for all-around success and motivation throughout the agency. The ADJC Office of Human Resources (HR) is entrusted with providing structured, organized and sound overall strategies, direction and effective management.

- Led Youth Correctional Officer (YCO) Recruitment Task Team to strategize/streamline and expedite the hiring of new Officers.
- Audited over 600 YCO employee files to ensure proper pay grade and background information were complete.
- Audited and adjusted over 50 teacher employee files to increase pay in accordance with the Teacher Pay plan and implemented pay plan increase program.
- Improved HR agency level customer service rating from 2.6 to 3.67.
- Implemented the Department wide Drug-Free Workplace Program.
- Development and implementation of a centralized employee immunization database tracking system.
- Implemented walk-in testing, three times a month, at each facility for the Youth Corrections Officer I series. Walk-in testing includes facility tours, testing and interviews. The implementation of this recruitment method has increased the number of applicants at testing and in ADJC's academies.
- HR and Communications Units worked together with the Arizona Department of Administration marketing staff to create new marketing materials.

Highlights



Research & Development

Gender

Gender	FY 2003	FY 2004	FY 2005	FY 2006
Male	659 (87.6%)	586 (85.2%)	586 (84.2%)	564 (83.7%)
Female	93 (12.4%)	102 (14.8%)	110 (15.8%)	110 (16.3%)
Totals	752 (100%)	688 (100%)	696 (100%)	674 (100%)

Race & Ethnicity

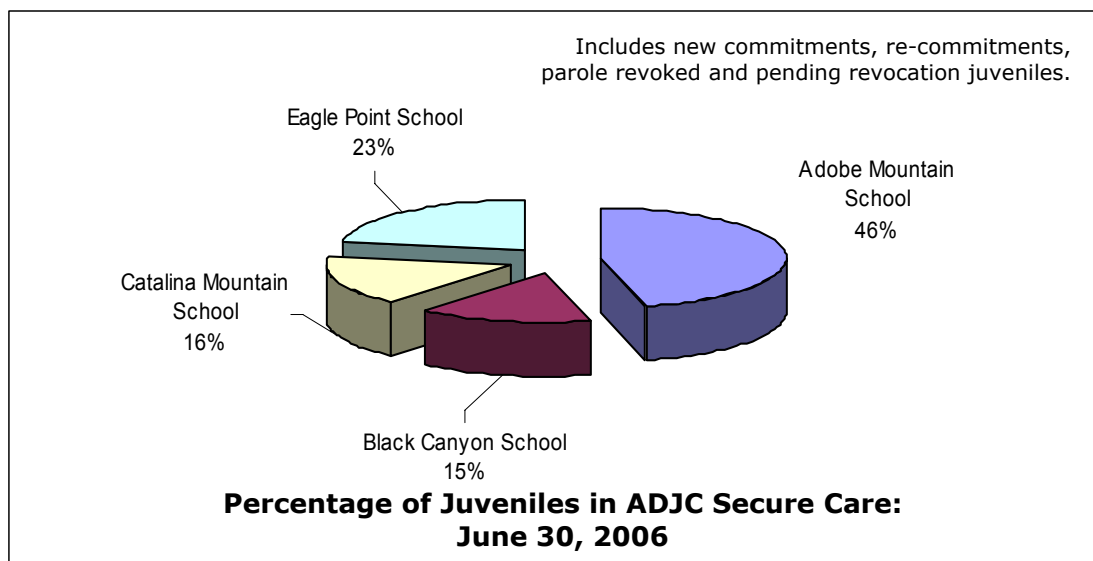
Race/Ethnicity	FY2003	FY2004	FY2005	FY2006
Hispanic	400 (53.2%)	348 (50.6%)	369 (53.0%)	321 (47.6%)
Caucasian	243 (32.3%)	239 (34.7%)	212 (30.5%)	240 (35.6%)
African American	70 (9.3%)	59 (8.6%)	73 (10.5%)	72 (10.7%)
Native American	34 (4.5%)	30 (4.4%)	42 (6.0%)	35 (5.2%)
Asian	1 (0.1%)	4 (0.6%)	0	5 (0.7%)
Other	4 (0.5%)	8 (1.2%)	0	1 (0.1%)
Totals	752	688	696	674

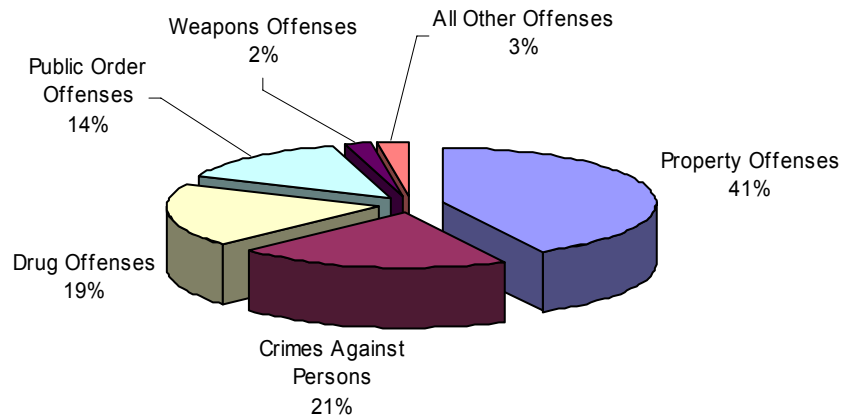
Age

Age	FY 2003	FY 2004	FY 2005	FY 2006
13 years old or younger	15 (2.0%)	11 (1.6%)	18 (2.6%)	16 (2.4%)
14 years old	71 (9.4%)	70 (10.2%)	65 (9.3%)	61 (9.1%)
15 years old	161 (21.4%)	149 (21.7%)	153 (22.0%)	137 (20.3%)
16 years old	246 (32.7%)	219 (31.8%)	235 (33.8%)	214 (31.9%)
17 years old	259 (34.4%)	239 (34.7%)	225 (32.3%)	245 (36.4%)
Totals	752 (100%)	688 (100%)	696 (100%)	674 (100%)

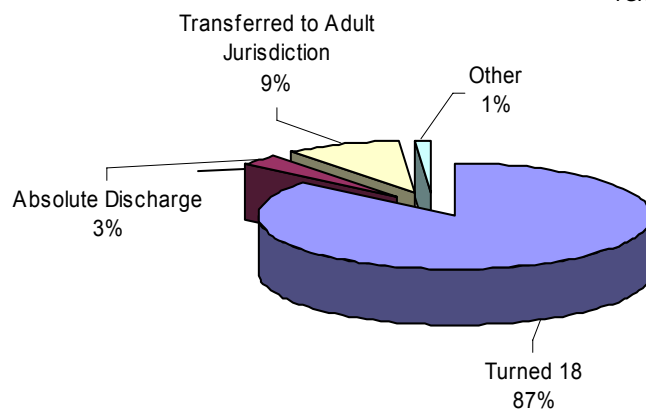
Counties

Counties	FY 2003	FY 2004	FY 2005	FY 2006
Maricopa	317 (42.2%)	363 (52.8%)	401 (57.6%)	383 (56.8%)
Pima	195 (25.9%)	122 (17.7%)	79 (11.4%)	86 (12.8%)
Pinal	41 (5.5%)	47 (6.8%)	32 (4.6%)	15 (2.2%)
Yuma	36 (4.8%)	25 (3.6%)	31 (4.5%)	46 (6.8%)
Mohave	31 (4.1%)	32 (4.7%)	31 (4.5%)	38 (5.6%)
Cochise	23 (3.1%)	21 (3.1%)	16 (2.3%)	12 (1.8%)
Yavapai	30 (4.0%)	13 (1.9%)	21 (3.0%)	18 (2.7%)
Navajo	21 (2.8%)	11 (1.6%)	8 (1.1%)	8 (1.2%)
Santa Cruz	9 (1.2%)	13 (1.9%)	11 (1.6%)	14 (2.1%)
Gila	17 (2.3%)	13 (1.9%)	11 (1.6%)	19 (2.8%)
Apache	2 (0.3%)	6 (0.9%)	11 (1.6%)	10 (1.5%)
Coconino	21 (2.8%)	17 (2.5%)	30 (4.3%)	13 (1.9%)
Graham	4 (0.5%)	3 (0.4%)	7 (1.0%)	10 (1.5%)
La Paz	2 (0.3%)	0	7 (1.0%)	2 (0.3%)
Greenlee	3 (0.4%)	2 (0.3%)	0	0
Totals	752 (100%)	688 (100%)	696 (100%)	674 (100%)





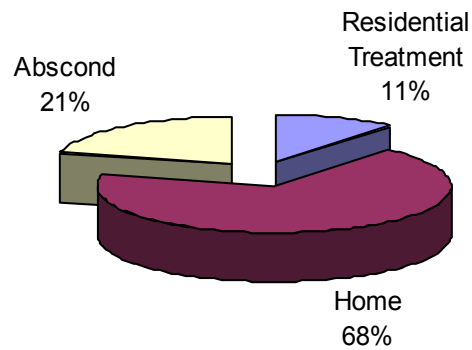
**Juveniles in ADJC Secure Care
Committing Offenses: Fiscal Year 2006**



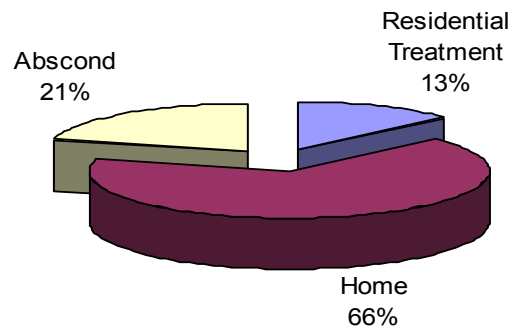
A discharge is when a juvenile is released from ADJC jurisdiction. This may occur for different reasons. A juvenile may become an adult at age 18, be transferred to the adult court jurisdiction, or may have earned an absolute discharge.

Percentage of Discharged Juveniles: Fiscal Year 2006

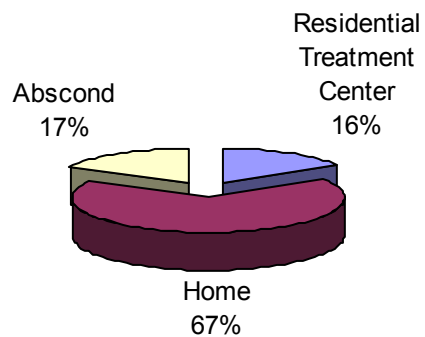




Percentage of Juveniles on Parole: June 30, 2004



Percentage of Juveniles on Parole: June 30, 2005



Percentage of Juveniles on Parole: June 30, 2006

*From 2004 to 2006, the abscond rate has decreased by 4%.
This is attributed to agency personnel working closer with youth and their families.*

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